



Are you a national telecommunications service provider with multiple locations?

AFIMAC has the solution to your potential labor problems. Like most telecommunications service providers, you are a national organization that operates across the United States or multiple states. When faced with a potential labor disruption, who can you turn to with the resources to serve your disparate locations? Look to AFIMAC, the foremost experts in crisis management and business continuity planning.

Here's a recent example of how we've helped a similar company in crisis:

Challenge:

A national telecommunications organization faced a contract expiration with its bargaining unit that covered a number of states, cities and locations. The bargaining unit alone was comprised of thousands of employees. Management was concerned that the potential strike would disrupt a number of services the organization offers. Moreover, their executives were public figures prone to be targeted by union members because of their high profile status in the industry: they needed to be protected at a professional level.

AFIMAC Solution:

Stage 1—Assessment:

AFIMAC met with the telecommunications strike committee one year in advance of the deadline to facilitate the planning process and evaluate solutions to mitigate risk. At this meeting, they identified the company's security, investigative, transportation, replacement labor and executive protection needs.

AFIMAC specialists then visited all 10 locations potentially affected by the labor dispute and conducted detailed site audits which would comprise the basis of the business continuity plan.

Stage 2—Planning:

Over the next several months, multiple meetings were held with the client where AFIMAC presented numerous scenarios which may arise in the event of a labor disruption. With each scenario, AFIMAC offered the client primary and alternative solutions based on site visits and audits—thereby providing the client multiple options.

The plan included, but was not limited to:

- Timelines and budgets for plan implementation
- Training and orientation sessions for non-bargaining unit employees
- Specific training for executive management and their families
- Logistical and executive support for executive management
- Risk analysis of executives residences and their routines
- Meetings with law enforcement agencies

Stage 3—Action:

The client was given a strike notice before employees walked off the job. Thanks to pre-planning with AFIMAC, they were ready.

By having a detailed mobilization schedule, AFIMAC put the first stages of the plan into motion:

- All executive management had executive protection specialists assigned to them and their families
- AFIMAC implemented the security and investigative plan and all affected locations had assigned security and investigative personnel to ensure the safety of all involved
- As the strike deadline came to pass and picket lines went up, all client properties were secure
- AFIMAC security specialists immediately started documentation of all activities – information that would be used in court for injunction purposes
- Within 48 hours of the first picket line, the client received its first court injunction order

Stage 4—Strike Activities:

Within days, the number of picketers increased dramatically. This included support from other unions that showed solidarity with the striking union. Because of AFIMAC pre-planning, and stages 1, 2 and 3:

- Client was secure and unaffected by the large number of pickets
- Executives continued to safely operate and conduct their business as usual
- Targeted executive families were secure as AFIMAC's executive protection specialists were in place long before the first picket line was established
- 14 injunctions were issued against the union during the course of the strike
- No injuries or charges were made against security
- Through the use of temporary workers, services to customers continued uninterrupted

Results:

After three weeks, the client was able to reach a deal with the union. During the strike, the client remained unaffected by union picketing and activities. The union finally came to realize it was management and the employees who were the driving force behind the organization – and not them. As a direct result of AFIMAC evidence gathered during the strike, a number of employees faced disciplinary action regarding their employment and/or had criminal charges filed against them due to picket line misconduct. The strong evidence gathered by AFIMAC was used in court, long after the strike was over, during the prosecution of personnel who had committed criminal offences during the strike.

